

RECONCILIATION ACTION PLAN

# REFLECT

August 2018 - August 2019



RECONCILIATION  
ACTION PLAN

REFLECT

**ATCO**





**“ATCO’s vision** for reconciliation is building a better Australia, by building better relationships, understanding and trust in partnership with Aboriginal and Torres Strait Islander peoples



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## ACKNOWLEDGEMENT OF COUNTRY

ATCO in Australia acknowledges Aboriginal people as the Traditional Custodians of Country throughout Australia including Torres Strait Islander peoples. We pay respect to their cultures,

Elders past and present, and in the spirit of reconciliation, we commit to working together for our shared future.

## ATCO'S VISION FOR RECONCILIATION IN AUSTRALIA

ATCO's vision for reconciliation is building a better Australia, by building better relationships, understanding and trust in partnership with Aboriginal and Torres Strait Islander peoples.

This Reconciliation Action Plan is guided by our values of:

- Integrity
- Transparency
- Entrepreneurship
- Accountability

- Collaboration
- Perseverance and;
- Caring

This Reconciliation Action Plan represents the momentum, passion and enthusiasm of ATCO Employees, developed in an inclusive manner that hopefully sets the scene for authentic and inclusive implementation. ATCO thanks these Employees for embodying our ATCO values in a real and honest manner.

## A CREATIVE COLLABORATION (COVER)



This piece represents the collaboration between Indigenous Artist Deborah Bonar and the employees of ATCO companies in Australia. It was produced as part of the 2013 ATCO Nomad Two Worlds Art Series.

Under Deborah's artistic direction, employees from ATCO in Australia each made their own unique mark on canvas. Working individually, but collectively in collaboration, they produced this visually striking piece.

ATCO Australia's partnership with Nomad Two Worlds reflects ATCO's commitment to build and maintain relationships with Aboriginal communities and individuals, acknowledging the importance of the land; and its resources to Aboriginal peoples, and respecting their cultural diversity and unique histories.

## ABOUT DEBORAH BONAR

Deborah is a Perth based artist and graphic designer who is proficient in many art forms including painting, drawing, digital design, printmaking and sand painting. Deborah's Artwork is inspired by the Midwest and East Kimberley regions of WA and the heartlands of her Yamatji and Gija heritage.

[www.scribblebark.com.au](http://www.scribblebark.com.au)





## A MESSAGE FROM OUR MANAGING DIRECTOR & CHIEF OPERATING OFFICER

In keeping ATCO's global commitment to building and maintaining respectful connections with Indigenous Communities, I am delighted to present our inaugural Reconciliation Action Plan (RAP) committed to building and maintaining respectful connections with Aboriginal and Torres Strait Islander peoples.

As a global company ATCO has a long tradition of working closely with Indigenous peoples in many countries and we are proud of the effective working relationships that we have established over many years in Australia, with Aboriginal and Torres Strait Islander peoples and internationally with other Indigenous communities.

As a business we continue to work very hard to integrate this approach into our core operations and ensure that respect for Aboriginal and Torres Strait Islander peoples is embedded in the way we conduct our business every day and is reflected in our policies, procedures and recruitment practices.

This document is the culmination of many months of work and the contributions of employees from across the business in partnership with Consultant Denice Kickett, local Whadjuk Nyoongar Advisor who has assisted us throughout the process.

I would especially like to take this opportunity to acknowledge these employees who have been an integral part of the RAP development process, not only for their contribution to the RAP, but also for their continued contribution towards Reconciliation through a range of activities over many years. While we are very proud of what has been achieved to date, we acknowledge that more can be done.

I look forward to furthering ATCO's commitment to reconciliation through implementation of the actions identified in this Reflect RAP.



**Patrick Creaghan**

Managing Director & Chief Operating Officer  
ATCO, Australia



# A MESSAGE FROM RECONCILIATION AUSTRALIA

Reconciliation Australia is delighted to welcome ATCO Australia to the Reconciliation Action Plan (RAP) program and to formally endorse its inaugural Reflect RAP.

As a member of the RAP community, ATCO Australia joins over 1,000 dedicated corporate, government, and not-for-profit organisations that have formally committed to reconciliation through the RAP program since its inception in 2006. RAP organisations across Australia are turning good intentions into positive actions, helping to build higher trust, lower prejudice, and increase pride in Aboriginal and Torres Strait Islander cultures.

Reconciliation is no one single issue or agenda. Based on international research and benchmarking, Reconciliation Australia defines and measures reconciliation through five critical dimensions: race relations; equality and equity, institutional integrity; unity; and historical acceptance. All sections of the community—governments, civil society, the private sector, and Aboriginal and Torres Strait Islander communities—have a role to play to progress these dimensions.

The RAP program provides a framework for organisations to advance reconciliation within their spheres of influence. This Reflect RAP provides ATCO Australia a roadmap to begin its reconciliation journey. Through implementing a Reflect RAP, ATCO Australia will lay the foundations for future RAPs and reconciliation initiatives.

We wish ATCO Australia well as it takes these first critical steps in its reconciliation journey. We encourage the organisation to embrace this journey with open hearts and minds, to grow from the challenges, and to build on the successes. As the Council for Aboriginal Reconciliation reminded the nation in its final report:

“Reconciliation is hard work—it’s a long, winding and corrugated road, not a broad, paved highway. Determination and effort at all levels of government and in all sections of the community will be essential to make reconciliation a reality.”

On behalf of Reconciliation Australia, I commend ATCO Australia on its first RAP, and look forward to following its ongoing reconciliation journey.



**Karen Mundine**

Chief Executive Officer  
Reconciliation Australia





# OUR BUSINESS

ATCO is a customer-focussed company that develops, builds, owns and operates a range of energy infrastructure assets, supporting residential, business and commercial consumers across Australia. ATCO's Australian businesses include a gas distribution network in Western Australia, connecting over 750,000 customers through more than 14,000 km of natural gas pipelines, ownership and operation of two power generation facilities (a joint-owned facility in Adelaide and a wholly-owned facility in Karratha), and temporary and permanent modular building solutions.

ATCO's Australian operations are part of the worldwide ATCO Group, engaged in pipelines and liquids (natural gas transmission,

distribution and infrastructure development, energy storage, and industrial water solutions); electricity (electricity generation, transmission, and distribution); retail energy; and structures and logistics.

ATCO has over 500 employees in Australia and more than 7000 globally.

While ATCO in Australia has not recorded the heritage of employees, including Aboriginal or Torres Strait Islander peoples to date, we currently have five Aboriginal and Torres Strait Islander employees undertaking a Gas Distribution Officer Traineeship program and have plans to further increase Aboriginal and Torres Strait Islander participation throughout the organisation.

## ATCO IN AUSTRALIA



### Gas Distribution

ATCO owns and maintains the largest gas distribution network in Western Australia, connecting over 750,000 customers through more than 14,000 km of natural gas pipelines and associated infrastructure. It provides service throughout metropolitan Perth and the surrounding regions of Geraldton, Bunbury, Busselton, Harvey, Pinjarra, Brunswick Junction and Capel.

The company also operates two separate non-regulated gas distribution networks, one serving Kalgoorlie and the other, a liquefied petroleum gas distribution network, serving Albany.



### Electricity Generation

ATCO has ownership in, and operates two power generation facilities in Australia with a combined capacity of 266 MW:

Osborne Cogeneration Facility located in Adelaide, South Australia; and Karratha Power Station, an energy efficient facility located in the Pilbara region of Western Australia.



### ATCO Structures & Logistics

ATCO also has a significant presence in Australia with its Structures and Logistics business.

ATCO's initial investment in the country began in the 1960s with the launch of the modular building business.

Today, ATCO Structures & Logistics has two manufacturing facilities and eight offices across the country delivering modular solutions and camps to a diverse group of customers.





# ATCO Gas

## AUSTRALIA



*ATCO Chair & Chief Executive Officer Nancy Southern, Consultant Denise Kickett (Cultural Advisor) and Nyoongar dancers at the smoking ceremony for the opening of the Jandakot Operations Centre*

# OUR RAP

As a company operating in Australia, we believe we have a responsibility to contribute to reconciliation by acknowledging our commitment, and influencing positive change through engagement with our staff, suppliers, contractors and other stakeholders.

We believe documenting and publishing this RAP is a positive and demonstrable commitment to furthering reconciliation.

ATCO has a long and proud tradition of working collaboratively and respectfully with Indigenous peoples across the globe.

At a global level we have more than 40 joint venture partnerships and Memorandum of Understanding's with Indigenous communities.

Over the last several years ATCO in Australia has worked closely with Aboriginal and Torres Strait Islander peoples to respect the land and communities where we work. Our gas distribution and structure and logistics teams have proactively engaged Aboriginal Australians to ensure our projects respectfully manage land and heritage assets. To date some of the other activities





Over the last several years ATCO in Australia has worked closely with Aboriginal and Torres Strait Islander peoples to respect the land and communities where we work.



we have undertaken in Australia include cultural awareness training, sponsorship of educational opportunities and providing traineeships with a particular focus on recruiting Aboriginal and Torres Strait Inlander participants, and showing respect by including Welcome to Country Ceremonies at major events and facility openings.

This RAP builds on what we have already done but also recognises where we are today, and that our reconciliation journey in Australia is only just beginning. Our RAP

is championed by our Managing Director & Chief Operating Officer, Pat Creaghan, and was developed through an inclusive process, that included 28 employee volunteers who joined the broader RAP Working Group and Development Group. Our RAP development process included three employee RAP workshops, a feedback meeting with local Aboriginal Elders and Representatives and an intensive feedback process from all employees.



## RAP DEVELOPMENT PROCESS

RAP Development Group Meeting

Relationships Working  
Group

Respect Working  
Group

Opportunities  
Working Group

Consultation with Aboriginal Elders  
and Representatives

DRAFT

Feedback Development  
Group

Feedback Broader  
RAP Group

Request for  
Staff Feedback

DRAFT RAP

Reconciliation Australia Endorsement



*Aboriginal artist Leonie Bartlett showcasing her artist impression of the Six Seasons Garden planned for the Jandakot Operations Centre, Perth.*



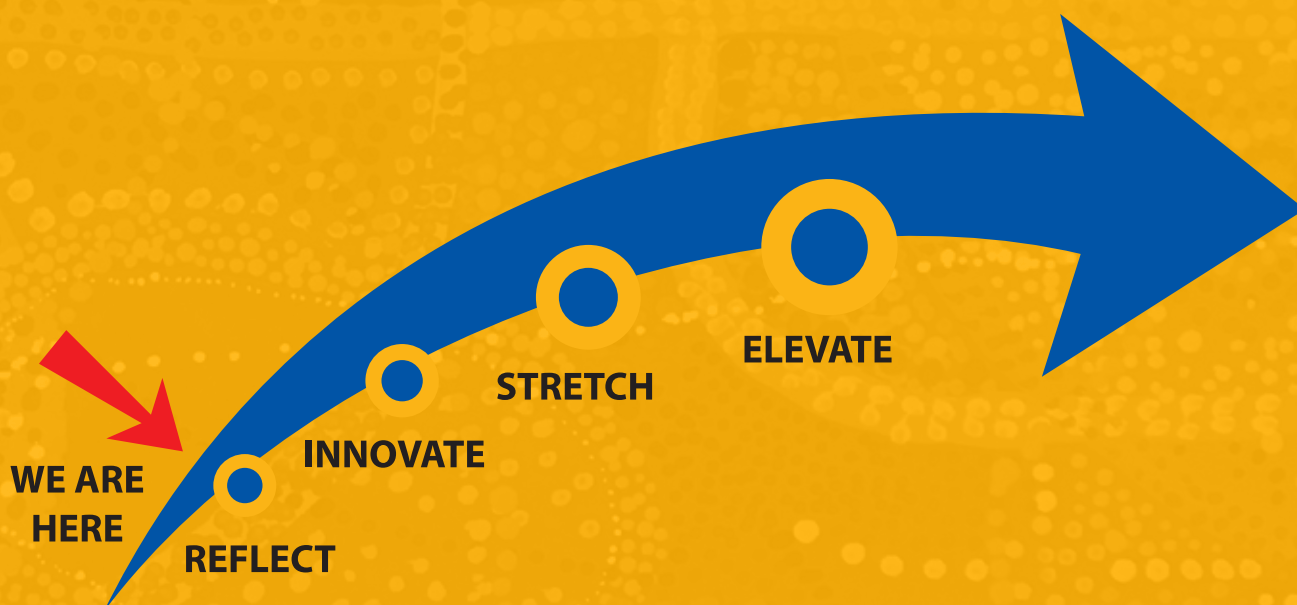


*Meeting with Aboriginal Elders and Representatives and RAP Champions as part of the RAP development process.*

The Reconciliation Action Plan program creates a framework to assist organisations in their journey towards reconciliation. This strategic document is intended to assist ATCO in Australia to deliver a practical contribution towards reconciliation both internally and within the communities where we work. The RAP supports ATCO's 2018 & Beyond

Indigenous Relations Strategy by localising reconciliation priorities and actions in Australia.

The purpose of the Reflect RAP is to 'scope' reconciliation within our organisation, better preparing us for future RAP actions through an Innovate (implementation) RAP.





# RAP WORKING GROUP

## RAP Development Group

Pat Creaghan	Managing Director & Chief Operating Officer
Amy Stanley	General Manager, Human Resources & Corporate Affairs
Brad Tucker	Group General Manager West
Fiona Snellin	Land Management & Project Coordinator
Jenn Kellock	HSE Advisor
Kim McArthur	Manager Asset Services
Matt Cronin	General Manager, Regulation
Matthew Bowdler	Senior Environment & Sustainability Advisor
Mick Sheaf	Supervisor, Bunbury
Roger Costa	Trainer and Assessor
Roshan Rao	Manager Supply Chain
Russell James	General Manager, Construction
Simon Baldwin	Commercial Manager
Stevan Green	General Manager, Assets & Engineering Innovation

## RAP Champions

Roshan Rao	Champion - Opportunities
Russell James	Champion - Respect
Stevan Green	Champion - Relationships

## Broader RAP Working Group

Pat Donovan	President
Annette Bell	Project Planner
Ben Ramsden	HR Business Partner
Chris Marshall	Portfolio Manager
Corey Kenney	Supervisor Capital Projects
Danielle Whiteley	Project Coordinator
Deepthi Ramakrishna	Supply Chain Analyst
Gopal Ponnusamy	Procurement Specialist
John Lane	Pipeline Maintenance
Kurt Smith	Customer Relations Coordinator
Neil Butt	Senior Engineer Networks Projects
Neil Jordan	Manager Capital Projects
Paula Czarnecka	Procurement Specialist
Tom Orchard	Financial Controller

## Aboriginal Elder and Representatives

Peter Wilkes	Elder in the Nyoongar Community
Sandra Wilkes	Aboriginal Representative
Leonie Bartlett	Aboriginal Representative
Marian Davis	Aboriginal Representative
Denice Kickett	Consultant and Cultural Advisor

## Internal Facilitator

Wilmari Nel	Community Investment & Partnership Advisor
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# OUR CURRENT PARTNERSHIPS

As mentioned previously, ATCO has a number of global partnerships with Indigenous communities, but here in Australia we recognise that we are only at the beginning of our reconciliation journey.

## Community Partnerships

ATCO in Australia recently completed a review of its Community Investment Framework, in which the importance of supporting Aboriginal and Torres Strait Islander communities is highlighted, specifically in the areas we currently work, and plan to work. Our Community Investment program to date has supported:

### *Promoting culture through partnership: Boorongorup, Perth, Western Australia*

The Boorongorup project continued a long association between Tjyllyungoo (Lance Chadd), Nomad Two Worlds and ATCO. The partnership began during the 'Portrait of Diversity' exhibition commissioned by the Western Australian State Government for the 2011 Commonwealth Heads of Government Meeting. In 2013 ATCO supported two exhibitions, including collaborative works between Tjyllyungoo and West Australian photographer and Nomad Two Worlds founder, Russell James.

### *Celebrating Indigenous Culture in Kwinana, Perth Western Australia*

In Kwinana, Western Australia, ATCO Structures & Logistics operates a large manufacturing facility which opened in October 2013. As part of celebrating the National Aboriginal and Islander Day of Celebration (NAIDOC), ATCO provided financial support for a series of high quality events and interactive programmes aimed at the community.

### *Supporting Indigenous Innovation and Entrepreneurship, Perth Western Australia*

In 2016, ATCO was the Major Sponsor of the 2016 Indigenous Business, Enterprise & Corporations Conference [IBECC] at the University of Western Australia's Business School – supporting Indigenous innovation and entrepreneurship.

### *Leadership WA Scholarship, Western Australia*

In 2017 ATCO made a financial contribution to Leadership WA's Aboriginal Women's Leadership Initiative Yorga Djenna Bidi, for one full scholarship.

## Internal Initiatives

As part of our RAP process, ATCO has facilitated Cultural Awareness Training with our Executive team to promote cultural understanding. Cultural Awareness Training has also been provided as part of our ATCO Gas Distribution Traineeship program to ensure that we can provide a culturally welcoming environment for Aboriginal and Torres Strait Islander employees.

### *Six Seasons Garden, Jandakot Operations Centre Perth*

A cornerstone of our redeveloped Jandakot Operations Centre in Western Australia is a Six Season's Garden that features the Nyoongar six seasons. The garden was designed by Consultant Denice Kickett, a Whadjuk Nyoongar Advisor, in consultation with local Elders and Aboriginal Representatives. The completion of this Garden is a key action as part of our Reflect RAP.

### *Supplier and Business Partnerships*

ATCO joined Supply Nation in 2017, and have been working towards growing our relationships with Indigenous suppliers. In 2017, ATCO supported three Indigenous businesses and so far in 2018, ATCO has signed two new preferred supplier agreements with NDT Tech Ops and Inspire Travel. This is another exciting step towards our RAP priorities, especially as the arrangement with Inspire Travel is likely to make ATCO the foundation customer to this newly established provider.





# RELATIONSHIPS

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. Develop a RAP Governance Group that actively champions and governs the implementation of the RAP.	<p>Form a RAP Governance Group (RGG) to support the implementation of our RAP.</p> <ul style="list-style-type: none"> <li>• Meet quarterly to monitor and report on RAP deliverables</li> <li>• Develop Terms of Reference for the RGG</li> <li>• Manage and govern RAP working groups assigned to specific deliverables</li> <li>• Identify RAP Champions at ATCO locations</li> <li>• Encourage representation from Aboriginal and Torres Strait Islander peoples and ensure representation from decision-making staff from across our organisation</li> </ul>	<p>November 18</p> <p>November 18</p> <p>January 19</p> <p>November 18</p>	<p>Community Advisor</p> <p>RAP Governance Group</p>
2. Build internal and external relationships with Aboriginal and Torres Strait Islander peoples	<p>Develop an understanding of Aboriginal and Torres Strait Islander peoples, communities and organisations where we work, plan to work or within our sphere of influence:</p> <p><b>External Relationships</b></p> <ul style="list-style-type: none"> <li>• Develop a cohesive engagement plan in partnership with ATCO operation sites to identify our key Aboriginal and Torres Strait Islander stakeholders including Aboriginal organisations, Elders and individuals and non-Aboriginal organisations working with Aboriginal and Torres Strait Islander peoples.</li> <li>• Develop a relationships register / database</li> <li>• Continue to build on current relationships with Aboriginal Cultural Advisors and identify new partnerships that can help assist and guide our reconciliation journey.</li> <li>• Through relationships understand the local history of where we operate.</li> </ul> <p><b>Internal Relationships</b></p> <ul style="list-style-type: none"> <li>• Encourage Aboriginal or Torres Strait Islander employees to share their culture and assist and guide our reconciliation journey.</li> <li>• Investigate the potential of peer to peer networking and mentoring for Aboriginal and Torres Strait Islander employees</li> </ul>	<p>March 19</p> <p>November 18</p> <p>August 19</p> <p>June 19</p> <p>August 19</p>	<p>Community Advisor</p> <p>RAP Governance Group</p> <p>Local RAP Champions</p> <p>RAP Governance Group / Champions</p> <p>Snr HR Business Partner</p>



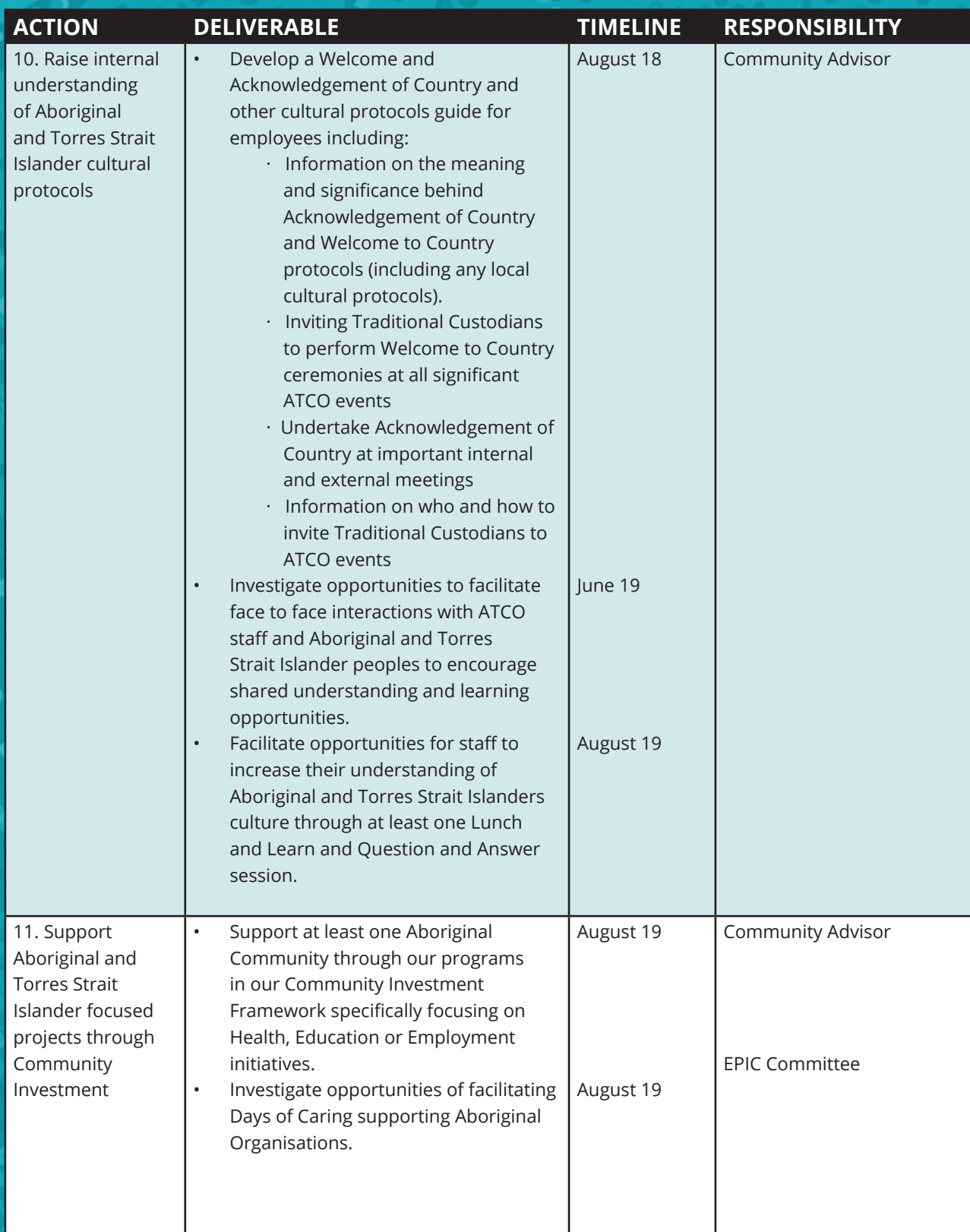


ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
3. Participate in and celebrate National Reconciliation Week (NRW) and other key important dates	<ul style="list-style-type: none"> <li>• Include NRW and other important cultural dates in the ATCO corporate calendar</li> <li>• Encourage and provide opportunities for our staff to celebrate NRW and other cultural events including through art and food.</li> <li>• Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.</li> </ul>	August 18  27 May - 3 June	Community Advisor
4. Raise internal awareness of our RAP	<ul style="list-style-type: none"> <li>• Develop and implement a plan to raise awareness amongst all staff across the organisation about our RAP commitments.</li> <li>• Develop and implement a plan to engage and inform key internal stakeholders of their responsibilities within our RAP.</li> <li>• Develop and share useful resources that staff can access through the intranet, to aid their learning and cultural understanding i.e. Welcome and Acknowledgement of Country Guidelines, Share our Pride.</li> <li>• Include RAP awareness through the staff induction process.</li> </ul>	September 18  September 18  August 18  February 19	Community Advisor    Community Advisor / Snr HR Business Partner
5. Maintain strong relationships and knowledge of Aboriginal and Torres Strait Islander Cultural Heritage	<ul style="list-style-type: none"> <li>• Build on our knowledge and improve on our awareness of Cultural Heritage Obligations as part of our operations, respecting places and sites of significance for Aboriginal and Torres Strait Islanders by documenting a robust process for managing such operations and educating our staff.</li> <li>• Investigate opportunities to go above and beyond obligations, where it would make a significant impact and contribute to our RAP vision.</li> </ul>	January 19    Ongoing - as relevant projects arise	Senior Advisor - Carbon, Sustainability & Environment / GM Construction
6. Investigate the opportunity of employing an Aboriginal Cultural Advisor	<ul style="list-style-type: none"> <li>• Investigate the opportunity of adding an Aboriginal Cultural Advisor position to assist the organisation with advise around our dealings with Traditional Custodians when drafting strategy or completing projects as well as providing training and support in cultural matters.</li> </ul>	August 18	Snr HR Business Partner



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
7. Investigate Aboriginal and Torres Strait Islander cultural learning and development	<ul style="list-style-type: none"> <li>Develop and implement a cultural awareness training action plan for staff including induction and ongoing learning to achieve cultural competence.</li> <li>Investigate opportunities to create cultural learning experiences for others within our sphere of influence including the Blue Flame Kitchen Schools Program and trainees / contractors that complete our corporate training and inductions.</li> </ul>	<p>February 19</p> <p>February 19</p>	Community Advisor GM Assets & Eng. Innovation HR Manager (ASL)
8. Bring cultural language and understanding into our everyday	<ul style="list-style-type: none"> <li>Investigate opportunities of reflecting cultural language in planning and scheduling.</li> <li>Reflect Nyoongar language in our meeting rooms.</li> <li>Create a welcoming environment through: <ul style="list-style-type: none"> <li>Acknowledging Traditional Custodians in a visible way at main offices</li> <li>Displaying Aboriginal art throughout the organisation</li> <li>Reflecting the Aboriginal culture through gardens and art in and around our office locations</li> </ul> </li> <li>Complete the Noongar 6 Seasons Garden at Jandakot Operations Centre</li> </ul>	<p>March 19</p> <p>August 19</p> <p>August 19</p>	<p>ATCO Executives</p> <p>RAP Governance Group / Local Champions</p> <p>GM Construction</p>
9. Participate in and celebrate NAIDOC Week	<ul style="list-style-type: none"> <li>Include NAIDOC Week in the ATCO corporate calendar</li> <li>Raise awareness and share information about the local Aboriginal and Torres Strait Islander peoples and communities.</li> <li>Introduce our staff to NAIDOC Week by promoting community events in our local area.</li> <li>Provide opportunities for our RAP Governance Group and other staff to participate in external events to recognise and celebrate NAIDOC.</li> </ul>	<p>August 18</p> <p>8-15 July 18</p>	Community Advisor









# OPPORTUNITIES

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
12. Investigate Aboriginal and Torres Strait Islander employment	<ul style="list-style-type: none"> <li>Identify current Aboriginal and Torres Strait Islander staff to inform future employment and development opportunities.</li> <li>Investigate mentoring programs (internal or external) to support new Trainees through their 2 year traineeship program</li> <li>Investigate retaining strategies for Aboriginal and Torres Strait Islander employees</li> <li>Investigate the potential of a Cultural mentoring program for supervisors or leaders of Aboriginal and Torres Strait Islander employees</li> <li>Investigate other employment opportunities for Aboriginal and Torres Strait Islander employees throughout the organisation</li> </ul>	February 19  December 18  August 19  August 19	Snr HR Business Partner
13. Investigate Aboriginal and Torres Strait Islander supplier diversity	<ul style="list-style-type: none"> <li>Identify current Aboriginal and Torres Strait Islander suppliers</li> <li>Develop a method of capturing the number of Aboriginal and Torres Strait Islander employees working for contractors</li> <li>Investigate opportunities of supporting and building the capacity of current Aboriginal and Torres Strait Islander suppliers to grow their business with ATCO</li> <li>Investigate retaining strategies for Aboriginal and Torres Strait Islander suppliers</li> <li>Investigate opportunities to amend the evaluation criterion for tenders to:               <ul style="list-style-type: none"> <li>Encourage suppliers to develop a RAP</li> <li>Provide greater opportunities for Aboriginal and Torres Strait Islander suppliers</li> </ul> </li> <li>Maintain membership of Supply Nation</li> </ul>	August 18  August 19  August 19  January 19  January 19  March 19	Manager Supply Chain
14. Investigate Indigenous Education Awards Program	<ul style="list-style-type: none"> <li>Investigate the potential of implementing the Indigenous Education Awards Program in Australia.</li> </ul>	February 19	Community Advisor





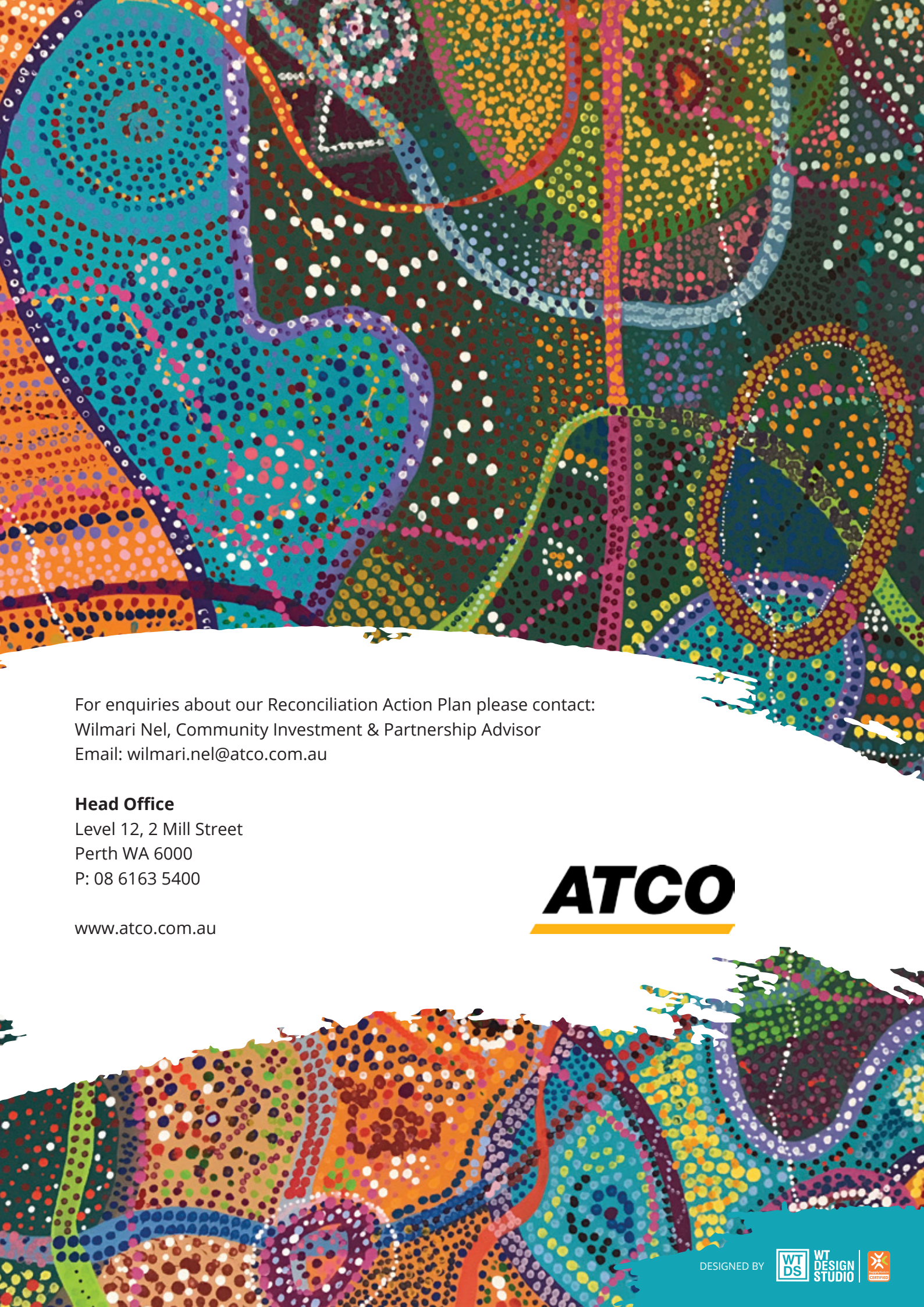
# GOVERNANCE AND TRACKING PROGRESS

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
15. Measure RAP Achievements	<ul style="list-style-type: none"><li>• Develop and define systems and capability needs to track, measure and report on RAP activities.</li><li>• Complete the annual RAP Impact Measurement Questionnaire and submit to Reconciliation Australia.</li><li>• Report RAP Achievements to internal and external audiences.</li></ul>	January 19  June 2019  Ongoing	RAP Governance Group / Community Advisor
16. Review and Develop Innovate RAP	<ul style="list-style-type: none"><li>• Liaise with Reconciliation Australia to develop a new RAP based on learning's, challenges and achievements.</li><li>• Submit draft RAP to Reconciliation Australia for review and endorsement</li></ul>	June 19  July 19	Community Advisor



**ATCO in Australia recently completed a review of its Community Investment Framework, in which the importance of supporting Aboriginal and Torres Strait Islander communities is highlighted, specifically in the areas we currently work, and plan to work.**





For enquiries about our Reconciliation Action Plan please contact:  
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**ATCO**

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